Golf Marshals/Rangers

In the eyes of the customer, you <u>are</u> the golf program!

What's Here…

- Introduction
- Key Responsibilities
- Basic Golf Etiquette
- Hours of Operation
- Customer Service
- Typical Shift Procedures
- Pace of Play

- Player Assistance
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- Tournaments
- Diplomacy
- Weather & Safety
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- That's all…

Introduction, Page 1 of 3

- There are three general types of people at the golf center – the golfer, other customers and the golf ambassadors
  - Every golf program employee is a potential *golf ambassador*
- Whatever your job and task at hand, **you** are the golf program – what you do is what the golfer sees and believes to be “the way it is”

Introduction, Page 2 of 3

- When your service and behavior is exceptional, the golfer will typically view the golf program as exceptional – when your service and behavior is average or below par, that's pretty much how the customer will assess the program
- You can positively affect the golfer's experience!
- This training nugget is about excelling as a Golf Marshal/Ranger!

Introduction, Page 3 of 3

- The job of Marshal/Ranger is one that requires extraordinary tact and diplomacy
- The requirement to enforce local course rules and policy and to maintain acceptable pace-of-play can place the Marshal/Ranger in an important customer service role
- Superior interpersonal skills are needed to ensure enforcement is viewed as assistance rather than criticism, a punishment, or unnecessary restriction

Key Responsibilities

- Pace of play
- Player safety and appropriate behavior
- Adherence to:
  - Local rules and policy
  - USGA golf rules
  - Rules governing special events, outings, and tournaments
  - Traditional golf etiquette
- Course care
- On-course player assistance

Basic Golf Etiquette,
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- When on the course, all staff members must abide by the basic golf etiquette by which golfers play:
  - Don’t move, talk or make noise while in the immediate proximity of a golfer preparing to hit
  - Minimize volume on 2-way radio or use headset
  - Don’t talk on the two-way or cell phone while in the immediate proximity of a golfer preparing to hit
  - Keep cell phones on a low ring volume or buzzer
  - Adhere to the daily golf cart rules: 90-degree, all fairways, cart path only, etc.

Basic Golf Etiquette,
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- Don’t drive into the approximate ball landing area of approaching golfers (See notes below and on slide 39…)
- Never drive the cart onto or across a putting surface or tee box; into or through a sand or water hazard; or onto or through other “restricted” areas such as ground under repair and protected environmental areas
- Don’t stand, drive or move directly behind the direction of a player’s putting line
- Marshals/Rangers abide by the same rules that they are expected to enforce

Hours of Operation.
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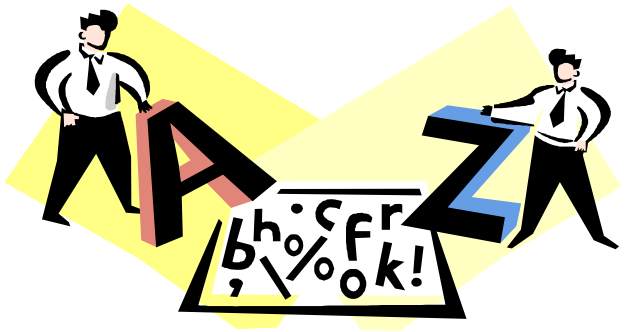
- Hours vary from day-to-day; month-to-month; season-to-season
- Typical operations:
  - Before first tee-time until 1600
  - Weekends and holidays
  - On training holidays during winter months
- As the days warm and lengthen, length of operations (Marshal/Ranger coverage) typically lengthen
- The Marshal’s/Ranger’s day/shift ends when notified by the duty manager

Hours of Operation,
Page 2 of 2

- In addition to normal calendar operations, Marshals/ Rangers operate to meet the needs of outings and tournaments (More at slide 33)
  - Typically, the Marshal/Ranger will manage the outing / tournament until released by the duty manager
- To be of most value to course operation, safety and player assistance, you must be working on the course, not inside the Snack Bar, Golf Shop, Manager's Office, etc.

Customer Service,
Page 1 of 5



Remember – in the eyes of the customer YOU are the
golf program:

- Know the program's products and prices
- Know the golf program so you can answer questions
  - Rates – Upcoming events
  - Tee times – General course policy, etc.
- Find out how customers want to be treated (ask) then treat them like that -- always

Customer Service,
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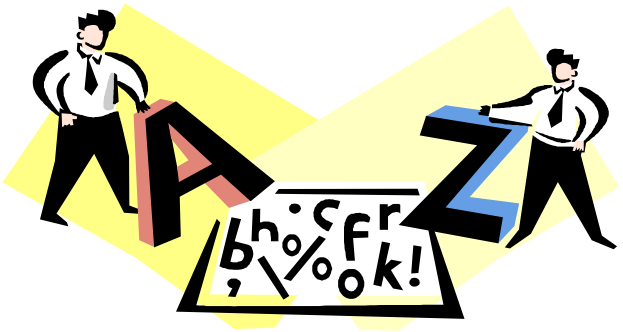

- Always use good manners
- Smile genuinely and greet golfers (by name if known)
- Do not curse/swear, drink, chew, or smoke while on duty
- Always wear clean clothes, maintain a clean, neat and professional appearance, and wear applicable “uniform” items
- Look and act like a professional
- Clean teeth, fresh breath and a bright, warm, winning smile are always important

Customer Service,
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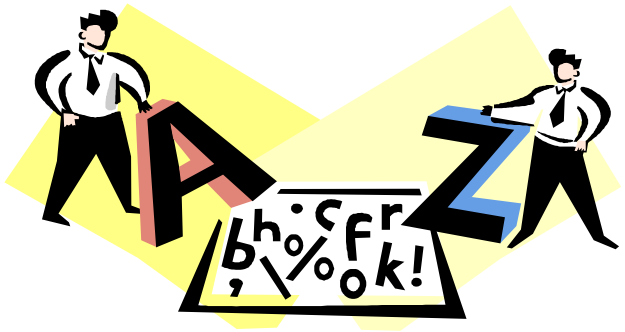

- Assisting the customers in a positive way helps you, your program, and your organization's reputation
- Providing good customer service is essential to:
  - your job security
  - future job/career opportunities
  - how you feel about what you do
  - success of the golf program
  - repeat customer patronage
- Continue your own learning
- Teach others whenever you can

Customer Service,
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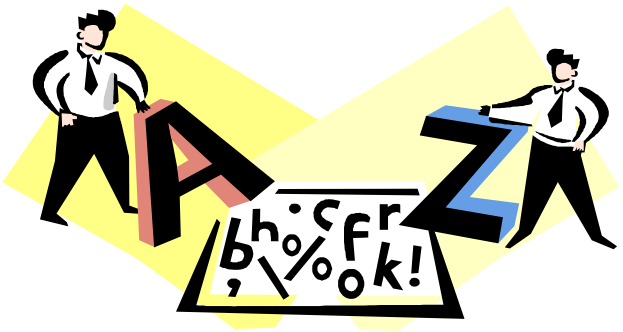

- Know that customers' needs are a priority
- Listen effectively to ensure you understand the customer
- Don't take complaints personally
- Always respect the customer
- Do whatever you can reasonably do to exceed customer expectations
- Work as if you own the business

Customer Service,
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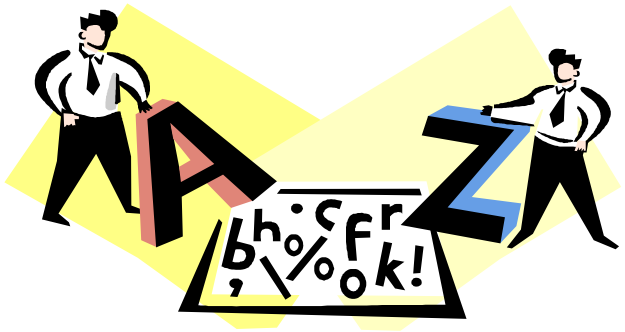


- Take ownership of customer problems.
- Make sure problems get resolved. You may have to ask for help, but be responsible. Customers are tolerant when somebody is willing to follow up and make sure problems are handled.
- Serve! Always be the customer's solution, never their problem!

Typical Shift Procedures,
Page 1 of 10

- If so scheduled, arrive well ahead of the time you are scheduled to start rounds
- Obtain the Marshal's/Ranger's cart (and clean it if necessary)
- Inspect or load cart equipment:
  - First Aid Kit
  - Used golf balls, tees, and "give-away" ball mark repair tools, and other giveaways / premiums
  - Score cards, pencils, yardage charts (if available), pin sheets, pace-of-play and course care handouts, clipboard, etc.
  - Cups for the static water stations

Typical Shift Procedures,
Page 2 of 10

- Confirm weather forecast for the day
- Confirm cart path policy for the day
- Find out what areas of the course are under repair or are otherwise restricted
- Get other briefs/directions as necessary
- Review schedule of upcoming events, outings and tournaments (make notes or copy the schedule)

Typical Shift Procedures,
Page 3 of 10

- Get briefing on specials assignments, duties, rules, policy, etc.
- Obtain and test two-way radio and headset (or cell phone system, if applicable)
- Obtain copy of the scheduled tee times for the day, half-day, or lesser period (starter's sheet)
- Use the tee time schedule to monitor pace of play
- Drive course in reverse from 9 to 1 and 18 to 10

Typical Shift Procedures,
Page 4 of 10

- Greet each group and ask how you can assist
- Get to know the members and players
- Know who is supposed to be on the course throughout the day / shift
- Stop and wait for players to hit their shots before approaching – otherwise be visible and keep moving at all times
- Communicate regularly with the starter and other Marshals/Rangers to maintain an acceptable pace of play

Typical Shift Procedures,
Page 5 of 10

- Enforce the cart path and cart rules of the day:
  - Anywhere on fairways
  - 90-degree
  - Cart path only
  - Cart path for specific areas
  - Ground under repair
  - Tees, greens, collars, hazards, and other “no-drive” areas

Typical Shift Procedures,
Page 6 of 10

- Help maintain the course:
  - Pick up trash, bottles, cans, etc., and place in provided receptacles
  - Pick up broken tees, cigarette and cigar butts, etc.
  - Notify Pro Shop when trash receptacles are nearly full or dump if part of your assignments
  - Fill un-repaired divots with sand and repair un-repaired ball marks on greens
  - Rake sand hazards
  - Relocate rakes to prescribed locations

Typical Shift Procedures,
Page 7 of 10

- Maintain the course, cont:
  - Check ice and water levels and temperature in the static water coolers
  - Call Pro Shop / maintenance when water is getting low or too warm
  - Check for cups and re-supply
  - Inspect restrooms frequently
  - Notify Pro Shop / maintenance where maintenance actions are required – otherwise take applicable corrective action

Typical Shift Procedures,
Page 8 of 10

- Collect golf clubs, towels, head covers, water bottles, clothing and other personal property players have dropped or left behind
- Try to match item and player, otherwise leave items picked up on the course at the pro-shop to go into the lost and found
- When opportunities occur, remind players of their responsibility to rake hazards, repair divots, fix ball marks and other minor damages on the putting green
- Maintain pace of play

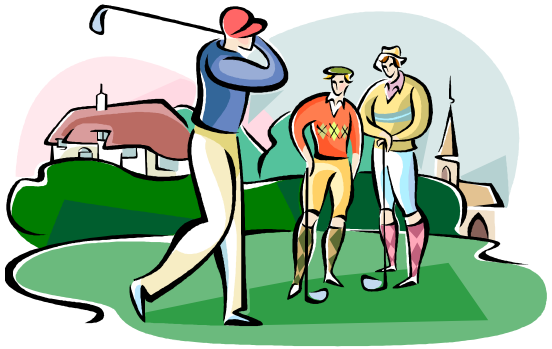
Typical Shift Procedures,
Page 9 of 10

- Ensure player safety
  - Provide minor first aid assistance as needed
  - Follow locally defined procedures for major accidents, injuries or illnesses
  - Caution players from hitting into the player/group in front of them
  - Discuss safety with groups waiting and taking practice swings
  - Advise players of approaching inclement weather

Typical Shift Procedures,
Page 10 of 10

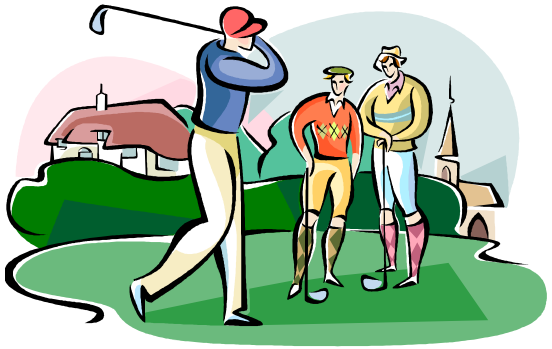
- Ensure player safety, cont.
  - Monitor player appearance, particularly during very hot, humid weather – your observations and timely questions can prevent heat exhaustion / heat stroke
  - Enforce NAVY policy and local Standard Operating Procedures (SOP) regarding intoxication
- Assist beverage cart operator when requested
- Follow installation procedures regarding emergency assistance to deal with security issues

Pace of Play, Page 1 of 4



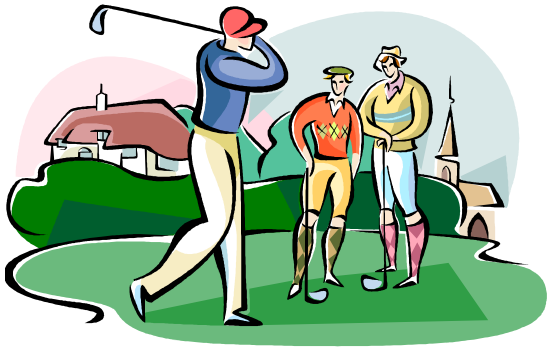
- Establish applicable “lapse times” for each of the golf holes
- Monitor pace of play by recording turn times
- Monitor time at the way points
- Ensure players circuit the course within the prescribed maximum time limits
- Ensure players are “ready” to advance as soon as the group in front clears the landing area

Pace of Play, Page 2 of 4



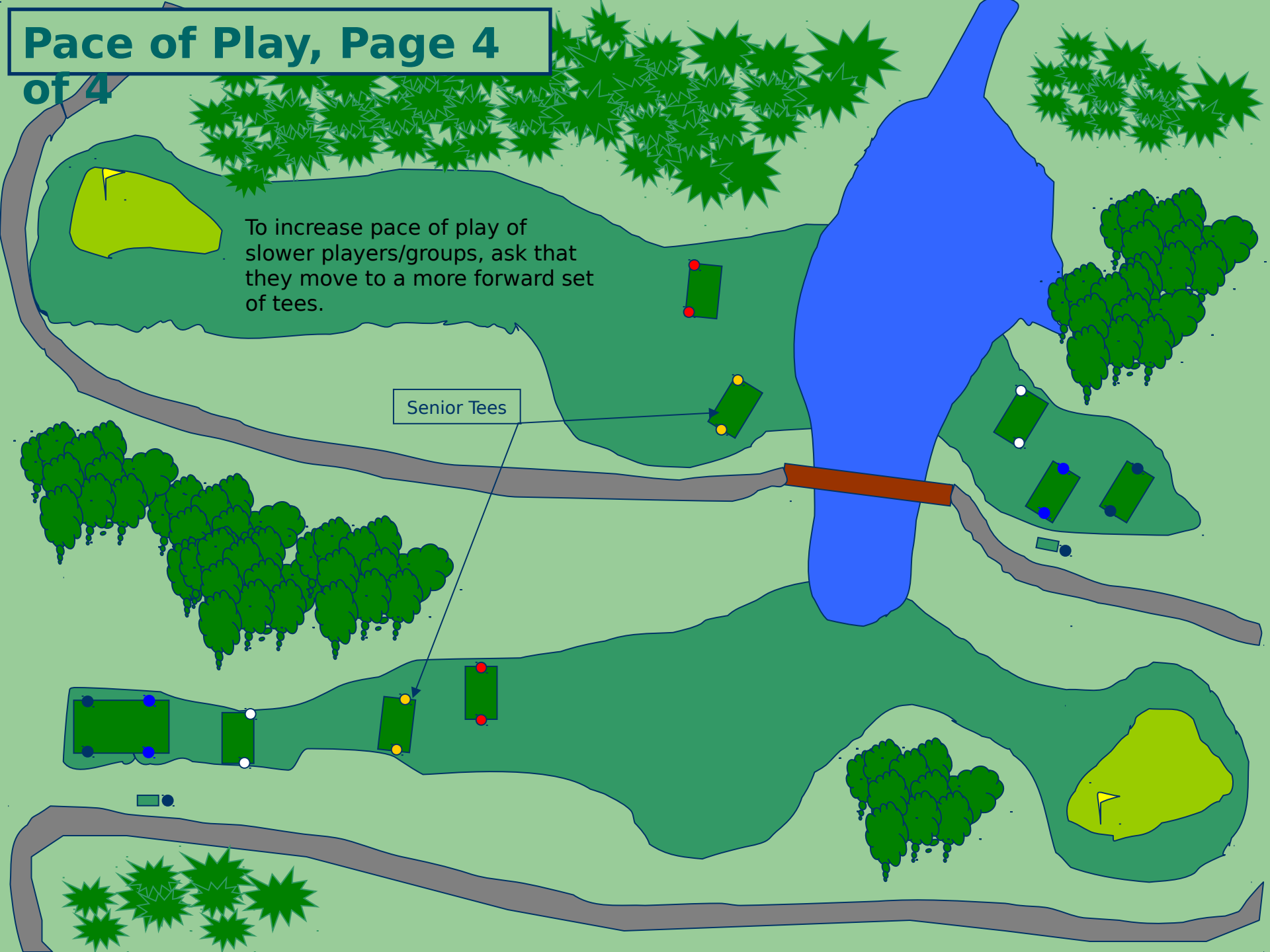
- Encourage “ready golf” (See hand-out.)
- Enforce local course policy regarding slow play (See notes page below)
- Help players find lost balls
- Remind players to hold their lost ball search to 3-5 minutes
- Remind players to play a “provisional ball” whenever they anticipate a “lost ball”
- Communicate and work with the starter and other on-course staff to keep pace of play up to the course standard

Pace of Play, Page 3 of 4



- Ask players to pick up pace when a gap of a complete hole develops
- Ask singles and doubles to form threesomes and foursomes if they don't mind
- Ask groups of shorter hitters to play the remainder of their round from a closer tee (See next slide.)
- Apply course policy when necessary (See notes below.)
- Whenever possible, avoid requiring players/groups to "skip" holes

Pace of Play, Page 4 of 4



Player Assistance

- Answer questions
- Watch where balls land – particularly those outside the fairway in rough, woods, out-of-bounds, etc.
- Show players where there ball is when you know and they are “looking”
- Help players locate lost balls
- Give used golf ball to player looking for lost ball for an excessive period (beyond the typical 3-5 minute search time). Encourage player to take the drop and play on.

The Rules,
Page 1 of 2

- To assist players and accomplish assigned duties Marshals/Rangers need to study and apply the following rules:
  - Rules specific to the golf course
  - Golf program policy
  - USGA Golf Rules
  - Traditional rules of golf etiquette
  - Rules governing tournaments / special events

The Rules,
Page 2 of 2

- If you have to approach a group or player concerning a policy violation, inform them (or the player) of the infraction in a courteous and professional manner.
- Don’t argue, or debate the issue, just let the rules speak for themselves.

Tournaments,
Page 1 of 2

- Marshals/Rangers will often be employed to facilitate various golf tournaments / outings
- Meet with the golf staff and tournament organizers / committee during the event's planning stages to identify your responsibilities, shifts, etc.
- Review tournament rules and details immediately prior to the tournament date/s

Tournaments,
Page 2 of 2

- Learn the various tournament formats (whether handicap or not)
  - Scramble
  - Medal (stroke) play tournament
  - Match play tournament
  - Two Ball
  - Four Ball
  - Alternate shot
  - Party Tournaments (1-club, 3-club)
  - Cross country
  - Nighttime
  - Callaway (pre-selected hole dropped)

This represent but a mere smattering of golf tournaments and games. Visit the sites below for a look at many types of golf games / events.

http://golf.about.com/cs/golfterms/a/formatsbets.htm
http://golf.about.com/cs/beginnersguide/tp/tourneyformats.htm

Diplomacy,
Page 1 of 3

- Greet each group and ask how you can assist
- Without being intrusive, ask players how they are playing
- Get to know the members and players
- Approach every “situation” as a problem solver and golf program ambassador, rather than an “enforcer”

Diplomacy,
Page 2 of 3

- How you behave; how you talk; your posture; facial expressions and other body language all determine how the golfer will hear, see and accept you guidance
- Use a questioning approach rather than a telling approach
- First ensure the golfer understands what he or she did (e.g., exiting a sand hazard without raking)

Diplomacy,
Page 3 of 3

- Explain the rule, policy or player requirement
- Thank the player/s for their understanding and agreement
- It is strongly recommended that Marshals/ Rangers receive training in:
  - Effective communication
  - Dealing with difficult people / situations
  - Customer Service behavior (Star Service: AECR)

Weather and Safety,
Page 1 of 2

- Know the daily weather forecast
- Ensure players return to the club house during lightning – and do so yourself!
- Don’t permit players to park/wait under trees during lightning storms or moderate to high winds
- Dress appropriate to the season and the daily weather forecast
- Know how severe weather is signaled at your base / community

Weather and Safety,
Page 2 of 2

- Know how to signal severe weather when this is your responsibility
- Know how to use the safety equipment on your golf cart
  - First aid kit
  - Emergency brakes
- Set brake and turn off cart before stepping out of driver's compartment/seat
- Don't stand or park where you might be struck by a golf club or golf ball. (See notes page.)

Additional Information, Page 1 of 2

- Manual for the Operation of Morale, Welfare and Recreation Program, BUPERSINST 1710.11C

  http://www.mwr.navy.mil/mwrprgms/171011c.pdf

- MWR Managers' desk reference and course

  http://www.mwr.navy.mil/trainingresources/mwrmgr.htm

- F&FR Leadership Skills for Managers' desk reference and course

  http://www.mwr.navy.mil/trainingresources/emc_desk_reference_doc.pdf

Additional Information, Page 2 of 2

- Training Nuggets:
  - Customer Service – 101, or Customer Service Basics
  - Accidents – Injury - Illness

  http://138.164.10.95/trainingresources/nuggets.htm
- Follow Protocol – Interactive CD ROM based training
- USGA Rules of Golf

  http://www.usga.org/playing/rules/rules.html
- Handicapping

  http://www.usga.org/playing/handicaps/handicaps.html

That’s all for now…

In the eyes of the customer, you <u>are</u> the golf program!

Suggestions and requests to:

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